



Charlotte Equitable Development Commission

Charged with advising in the assessment of infrastructure throughout the city and recommending strategies that balance equitable investments in areas most in need, including areas with absent and insufficient facilities, areas growing fastest, and areas targeted for growth.

Thursday, September 1, 2022

1:00 – 2:30 p.m.

**Charlotte Mecklenburg Government Center
280**

AGENDA

- I. Agenda Overview and Opening Remarks from Chair**
- II. Work Plan Area: Community Engagement**
 - Overview of Community Engagement Principles
 - Questions, information, and feedback
- III. Work Plan Area: CIP Equity Parameters - Sidewalks**
 - Review current prioritization process and criteria for sidewalk infrastructure
 - Questions, information, and feedback
- IV. Work Plan Progress**
 - Outline next steps

Staff Resource: Liz Babson, Assistant City Manager

Community Engagement Guiding Principles

Today's Discussion

- ▶ Community Engagement Values and Opportunities
- ▶ Recent Efforts
- ▶ What We're Learning
- ▶ Guiding Principles
- ▶ Discussion and Feedback
 - Community Engagement Expectations
 - Role of Council in Community Engagement
 - How do these principles resonate

Setting the Stage – GovEx Academy

In 2020 staff from CLT’s Community Engagement Community of Practice initiated work with Johns Hopkins University’s GovEx Academy to begin to conceptualize what a Community Engagement (CE) Toolkit could look like for City of Charlotte.

- ▶ The CE Toolkit will be a framework for how and why we engage, best practices, tools, resources and key contacts
- ▶ Core Values from GovEx Facilitation
 - ▶ Our work is people-centered
 - ▶ Our work is meaningfully inclusive
 - ▶ Our work is relationship-driven
 - ▶ Our work is accountable
 - ▶ Our work is facilitative




Engagement Experiences Include

- ▶ Community & 1-on-1 Meetings
- ▶ Surveys
- ▶ Training
- ▶ Enforcement
- ▶ Standard Mail
- ▶ Public Access Media
- ▶ Print & Digital Media
- ▶ Ambassadors/Stakeholders & Committees
- ▶ Boards & Commissions
- ▶ Employee Recruitment
- ▶ Public Transit
- ▶ Canvassing
- ▶ Tabling In The Community
- ▶ Phone/Email Outreach
- ▶ Utility Bills
- ▶ Social Media
- ▶ 311 Outgoing Messaging
- ▶ Design, implementation and Allocation of Public Amenities, Infrastructure and Places
- ▶ Internal & External Partnerships

IAP2 Spectrum of Public Participation

IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

The IAP2 Spectrum Commitments

		INCREASING IMPACT ON THE DECISION 				
		INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL		To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC		We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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Varying Levels of Constituent Engagement

The framework factors in the full range of how residents typically engage.



Recent Engagement Examples

Legacy Commission Street Renaming

Nine (9) streets renamed as part of effort to rectify public markers honoring white supremacy, in support of achieving an inclusive landscape.

- ▶ Distinct communities required wide approach: Druid Hills, Uptown, South Park, Elizabeth, Revolution Park, Clanton Park, Westover Hills, Collingwood, Biddleville-Smallwood
- ▶ 552 address impacted, 5,444 notified and/or engaged
- ▶ Internal & community meetings, historical context training, website, texts, partners (faith orgs, CRVA, CCCP, alumni associations, neighborhood and merchant orgs, coalitions, etc), food truck, canvassing, personal calls & standard mail, yard signs, social and earned media and onsite voting
- ▶ 9,837 mailings, 86 yard signs, 3 ballot boxes, 430+ addresses canvassed



Charlotte Future 2040 Comp Plan

▶ Community Drive-In

- 4 Sessions
- 500+ Participants

▶ Virtual Open House

▶ CLT Future City Building Online/Card Game

- 700 Online Games, 252 hours played
- 850+ Card Games Distributed

▶ Community Conversations

- 15 Total Listening Sessions
- 3 Total Speakers Series Sessions
- 600+ Participants

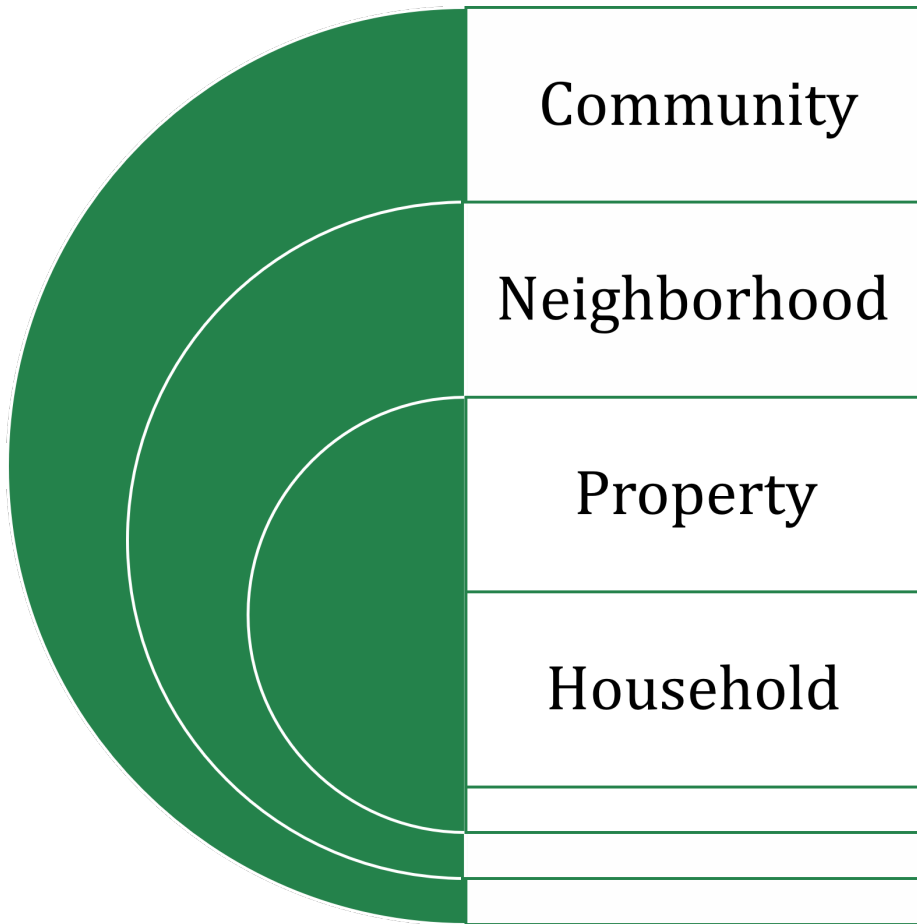
▶ Ambassadors & Strategic Advisors

- 12 Meetings
- 470+ Community Member Participants
- Toolkit – Social Media Posts Kit, FAQs, Plan Schedule, Email Resources, Printable Materials, Letters of Support, Newsletters



Staying in Place (SIP)

Ongoing collaborative & layered approach to support residents who want to stay in their neighborhoods to remain, while preserving housing affordability for future generations.



- ▶ Pilot in Winterfield, Hidden Valley and Historic Washington Heights Pilot
- ▶ Cross departmental collaborative approach
- ▶ Early United Way partnership to leverage resources
- ▶ Visual neighborhood survey for data collection and engagement
- ▶ Neighborhood leadership forward- identified stakeholders, built around their vision for what works
 - Winterfield postcards
 - Washington Heights pop-up event
 - Hidden Valley block ambassadors
- ▶ Leading with acknowledgement that we don't have all the answers, we'll learn and iterate as we go

What We're Hearing & Learning

What We're Learning

- ▶ There is no one size fits all solution
- ▶ Manage expectations by being up front and honest- info or engagement, will feedback be applied and how
- ▶ Relationships + data are essential to know who's present, how we best serve, and what recent or historical context needs to be acknowledged
- ▶ Neighborhood organizations and trusted leaders are a key connection points among residents and between residents and the City
- ▶ Clearly communicate goals and measures, revisit, revise as needed
- ▶ Hybrid is the future- digital & virtual is important for increased delivery & participation, traditional engagement remains essential

What We're Learning

- ▶ Get creative in defining what “engagement” looks and feels like
- ▶ Be mindful of language and cultural barriers, be accessible & welcoming
- ▶ Collaboration is key. Make geographic connections across departments and build stakeholder ownership from the beginning
- ▶ When something goes wrong, make it right
- ▶ Define and communicate expectations, consider quality vs quantity as it relates to goals
- ▶ Make it Easy, Accessible, Social, and Timely (E.A.S.T.)

Guiding Principles for Community Engagement

- ▶ **Inclusive:** engagement should be welcoming, providing all community members a reasonable opportunity to contribute.
- ▶ **Curious & Collaborative:** seek to understand, support and encourage participants to work together to achieve equitable outcomes.
- ▶ **Transparent & Accountable:** provide clarity and transparency about the process, purpose, expectations and how decision makers will use the process results.
- ▶ **Open & Timely:** provide information that is timely, accurate, objective, easily understood, accessible, and balanced.
- ▶ **Mutual Trust & Respect:** encourage an environment of genuine and authentic participation, foster understanding between diverse views, values, and interests.
- ▶ **Strategic & Intentional:** define and communicate measures, listen, revisit, revise as needed.

Key Takeaways

- ▶ There's no one size fits all solution
- ▶ Define success in advance, be intentional about what's committed
- ▶ Relationships matter
- ▶ Guiding principles affirm alignment

Questions? What are you hearing? Feedback?

- Community Engagement Expectations
- How do these principles resonate
- How can we further engage community leaders



Equity Metrics Sidewalk Program

CHARLOTTE EQUITABLE DEVELOPMENT COMMISSION
SEPTEMBER 1, 2022

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Look Ahead

- ◀ Sidewalk Program Structure
- ◀ Current Sidewalk Status
- ◀ Strategic Mobility Plan Influence
- ◀ Committee Input Opportunity



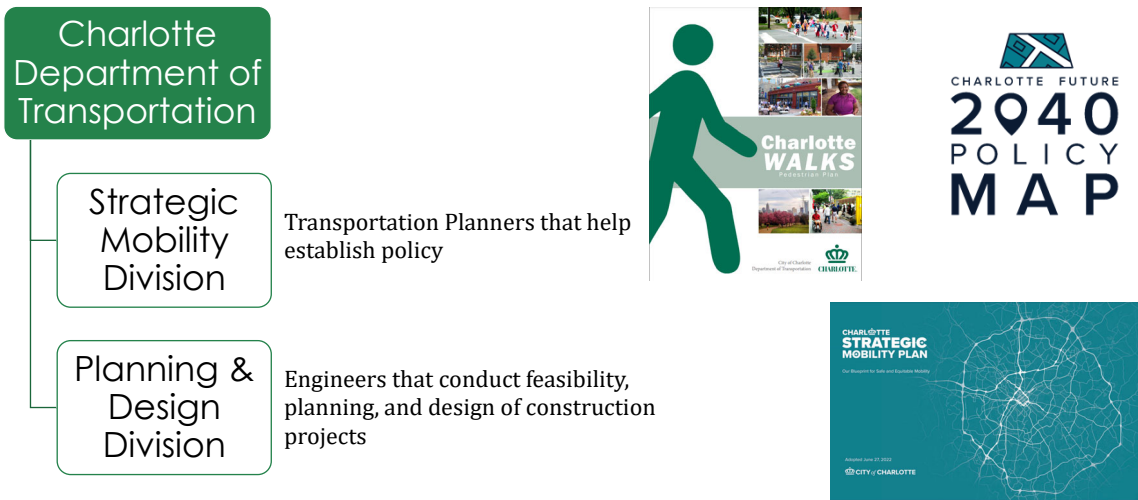
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Sidewalk Program Structure

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Sidewalk Program Overview



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Sidewalk Program Overview

◁ Aims to improve walkability and provide an experience that is safe, useful, and inviting to all users

◁ Funding is used to:

- Plan, design, and construct new sidewalks
- Connect gaps between existing sidewalks
- Repair sidewalks and curb ramps in compliance with Americans with Disabilities Act
- Reimburse schools and affordable housing developments

◁ Goal: 10 miles of sidewalk

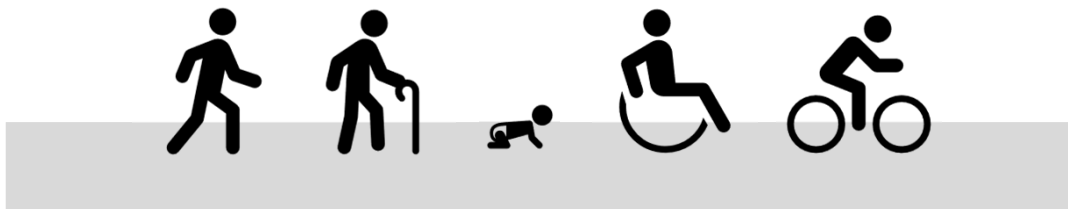
◁ Average cost = \$4 million to \$8 million per mile



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Funding Plan



2020 Bond: \$15M x3 = **\$50M** in 2022 Bond

+\$17.1M for the Vision Zero program, which complements the work of the Sidewalk Program

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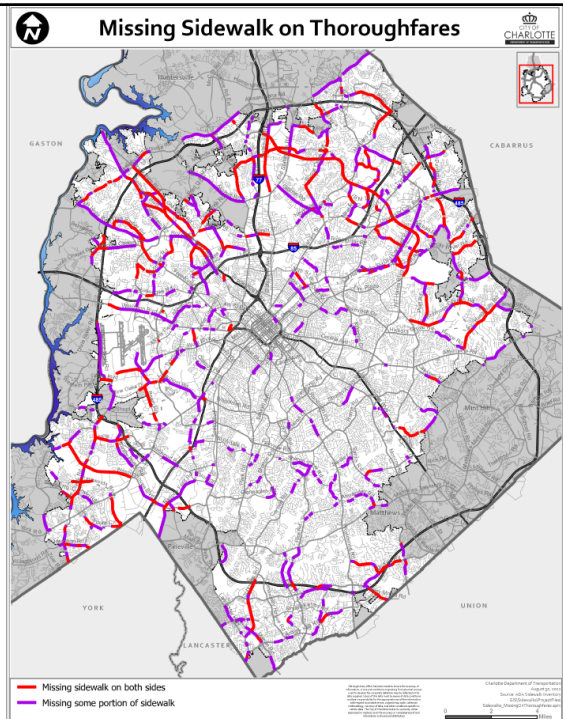
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Current Sidewalk Status



Sidewalk Gaps

- ◀ **260 miles** of sidewalk gaps along thoroughfare streets
- ◀ **100 miles** of thoroughfares are missing sidewalk along both sides of the street
- ◀ **160 miles** of thoroughfares are missing sidewalk along one side of the street



Moving Target

- Sidewalks are constructed in many ways:

- Other capital programs
- Street and intersection projects
- Private development

- Infeasibility identified through planning and design, which adjusts project type

+ Voluntary annexations may grow the number of miles of missing sidewalks



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Strategic Mobility Plan Influence



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CHARLOTTE FUTURE | 2040 COMPREHENSIVE PLAN

1. 10-MINUTE NEIGHBORHOODS
2. NEIGHBORHOOD DIVERSITY AND INCLUSION
3. HOUSING ACCESS FOR ALL
4. TRANSIT- AND TRAIL-ORIENTED DEVELOPMENT
5. SAFE AND EQUITABLE MOBILITY
6. HEALTHY, SAFE, AND ACTIVE COMMUNITIES
7. INTEGRATED NATURAL AND BUILT ENVIRONMENTS
8. DIVERSE AND RESILIENT ECONOMIC OPPORTUNITY
9. RETAIN OUR IDENTITY AND CHARM
10. FISCALLY RESPONSIBLE

5. SAFE AND EQUITABLE MOBILITY

Charlotte will provide **safe** and **equitable** mobility options for all travelers regardless of age, income, ability, race, gender, where they live, or how they choose to travel.

An integrated system of transit and tree-shaded bikeways, sidewalks, shared-use paths, and streets will support a **sustainable, connected, prosperous, and innovative** network that connects all Charlotteans to each other, jobs, housing, amenities, goods, services, and the region.

CHARLOTTE STRATEGIC MOBILITY PLAN | **Equitable Policy**

EQUITABLE *Increase investment and access to support equitable and affordable mobility options in our communities that have historically lacked investment.*

Equitable Policy 1 | Create Accessible & Equitable Mobility

The lack of equitable access to mobility is a barrier to the economic, educational, social, and health opportunities that define Charlotte's unique quality of life. We acknowledge that there are disparities in neighborhoods and populations in our City that have been historically marginalized. An accessible transportation network recognizes that people have different functional abilities and economic resources, causing them to move around the city in very different ways.

After housing, transportation costs are often a household's second highest expense. An equitable community allows everyone to participate and prosper, and fosters conditions that helps all of us to reach our full potential. Charlotte will be inclusive and intentional in addressing gaps in travel options, quality of facility and service, and safety.

Prioritization

◀ Safety

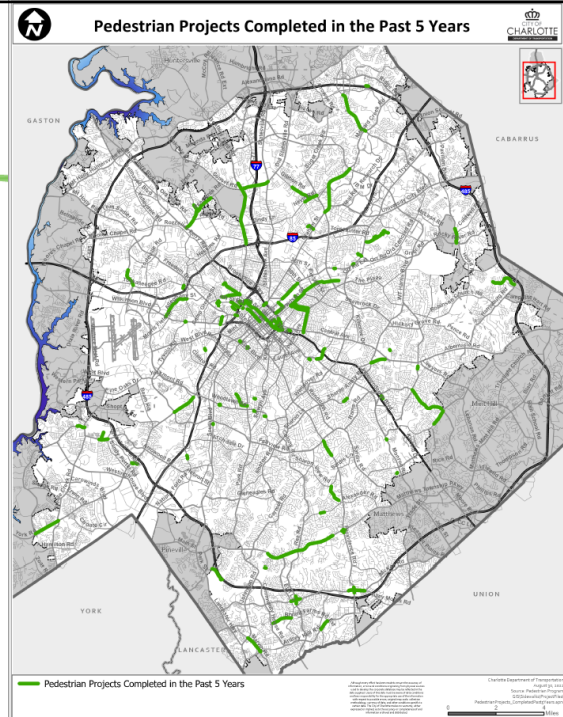
- High Injury Network
- Posted speed limit
- Street lighting
- Existing sidewalks

◀ Congestion

- Average Annual Weekday Traffic Volumes
- Transit ridership along a corridor

◀ Connectivity

- Proximity to schools
- Proximity to parks and greenways
- Proximity to land uses that serve the elderly and disabled
- Proximity to transit, especially near transit dependent households



CHARLOTTE STRATEGIC MOBILITY PLAN

Our Community Voices

Pedestrian Input Snapshot

This stretch of sidewalk needs tree cover to be functional.

Sidewalk abruptly ends. We need a sidewalk to continue underneath the Matheson Ave bridge into NoDa to better connect the two neighborhoods.

Wheelchairs can not use the sidewalk here as it is narrow and there are telephone poles in the way as well.

Widen sidewalks on south side of University City Boulevard – too narrow to carry pedestrians and bikes from new residential developments to shopping centers.

Complete sidewalks, or better, a shared walk/bike path on Tryon from Mallard Creek Church across the bridge.

Improve the underpass pedestrian experience to better connect South End and Wesley Heights.

New wider sidewalks/street trees/lighting needed all down N. Davidson

Can we set sidewalks wider and further from the street so that kids walking from the high school are safer?

Walking up 12th and across the bridge on Graham is pretty perilous. Any protection or median would be great.

A better pedestrian connection between Optimist Hall and the Parkwood LYNX station would be great and further encourage people to take transit instead of driving.

Harris Blvd has incomplete sidewalks or a shared use trail from JW Clay to University Hospital Road. Pedestrians are forced to use ditches or walk on road with cars going 55 mph.

There is no safe way for pedestrians or cyclists to cross Eastway. This is becoming a more common crossing since Parks & Rec opened the Eastway Rec Center.

Difficult to navigate intersection for pedestrians that makes access to the Irwin Creek Greenway difficult.

We need sidewalks to continue from the intersection of Weddington Rd/McKee Rd down to Francis Beatty Park to give people safe access to shopping and the Park.

Lack of sidewalks, not only in my neighborhood, but on very busy main streets.

Dalton Ave is very wide and has plenty of room to be improved with better pedestrian and bicycle infrastructure.

Encourage businesses, traffic, visitors to walk more around downtown Denta - park once and walk to various places. Needs traffic calming and pedestrian infrastructure as well as beautification (trees and art).

I believe a sidewalk should be placed on W.T. Harris Blvd. from the Northlake Mall to the intersection of Mallard Creek. This would increase mobility of those living in the area without reliance on a car.

There are a lot of pedestrians and transit riders along Freedom. Can you widen and improve sidewalks, increase tree canopies and shade?

Lots of kids cross the street to get to Tom Hunter Park from Silverstone apartments. A crosswalk would be a great addition.

Harrisburg Road needs crosswalks so people can get to the recreation facilities.

Dangerous area where Wallace Rd meets Monroe - across from East Meck. Sidewalks too close to street and not maintained. Traffic pilots all knocked down and people don't follow road rules - always turn left from Wallace onto Monroe. Love the MORA improvements but still unsafe along Monroe Rd.

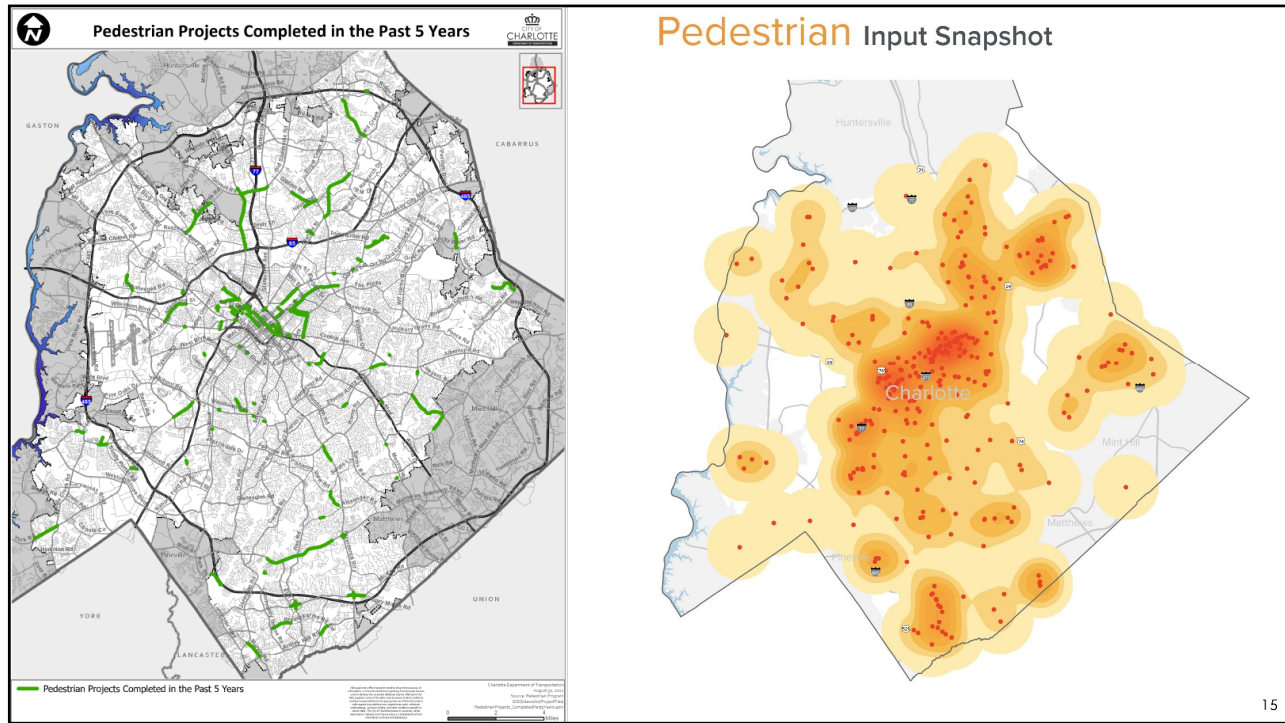
Create safe crossings for peds and bikes on Lasalle between Newcastle and Beatties Ford Road.

Better shade needed along this walking route to connect Central. Noda businesses with North Noda businesses.

Create parklets or expand sidewalks here for more pedestrians. The former parking spaces have been converted to loading only zones. So most of the time this space sits empty. Sidewalks are narrow here and we need more space for pedestrians

Add sidewalk on west side of Charlotte Drive between East Blvd and Ideal Way.

Many residents walk and bike this road and a sidewalk will create a safer environment for the pedestrian and motorist.



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2022 Prioritization

- ◀ Community influence on top of data
- ◀ The community told us to place a higher priority on suburban areas without sidewalks
- ◀ The 2022 Bond includes a 20% set-aside for suburban areas
- ◀ At least \$10M of Sidewalk Program funding will be spent in suburban areas



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Strategic Mobility Plan Influence

◀ Continue general prioritization framework already established within the Program

◀ Place a higher priority on access to transit so that all in our community can travel safely, comfortably, and efficiently

◀ Place less emphasis on recreation to stay focused on meeting necessities

Stop Amenity	Standard Bus Stop (Level 0)			Mobility Hubs		
	Type A	Type B	Type C	Enhance Stop Pair (Level 1)	Mobility Plaza (Level 2)	Mobility Center (Level 3, Types A, B, C)
5'X10' Or 5'X15' Shelter			•	•	•	•
Bench		•	•	•	•	•
Simme Seats		•	•			
Trash Receptor	•	•	•	•	•	•
Bicycle Rack			•	•	•	•
Scooter & E-Bike Storage					•	•
Bus Stop Marker: Signpost With Sign	•	•	•			
Bus Stop Marker: Pylon				•	•	•
Sidewalk Wayfinding				•	•	
Boarding & Alighting Area	•	•	•	•	•	•
Crosswalk Improvements			•	•	•	•
Operator Restroom						•
Bus & Sidewalk Bulb				•	•	
Bus Bay						•
Offboard Fare Payment						•
Public Wifi				•	•	•
Microtransit Pickup/Dropoff Area						•
Lighting	•	•	•	•	•	•
Information Kiosks					•	•

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Committee Input Opportunity

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Thank you

Hannah Bromberger
 Strategic Mobility Division Manager
 Charlotte Department of Transportation
Hannah.Bromberger@charlottenc.gov

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CHARLOTTE STRATEGIC MOBILITY PLAN

Safe and Equitable Mobility

Safe | Vision Zero

2040 Aspiration
 As a community, we will eliminate traffic deaths and serious injuries for all who share Charlotte streets.

VISION ZERO
 OUR STREETS | OUR RESPONSIBILITY

Equitable | 50-50 Mode Share

2040 Aspiration
 As a community, half of our trips will be made by means other than single-occupancy car, though walking, cycling and transit.

Mode	Today (%)	Tomorrow (%)
SOV	76.6%	50%
Carpool	9.8%	0%
Work from Home	6.8%	0%
Public Transit	3.4%	0%
Bike/Walk	2.3%	0%
New Capacity	0%	50%

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SIDEWALK PROGRAM OVERVIEW

CHARLOTTE EQUITABLE DEVELOPMENT COMMISSION

Sidewalk Program Structure

The Sidewalk Program is a reoccurring program in the city's Capital Investment Plan that aims to improve walkability and provide an experience that is safe, useful, and inviting to all users. This Program funds the design and construction of new sidewalks, the connection of small gaps between existing sidewalks, and repairs to sidewalks and curb ramps to ensure compliance with the Americans with Disabilities Act. The Sidewalk Program helps advance the city's goal of constructing 10 miles of new sidewalk per year. One mile of sidewalk costs between \$4 million and \$8 million depending on real estate costs, utility impacts, and construction costs associated with materials and labor.

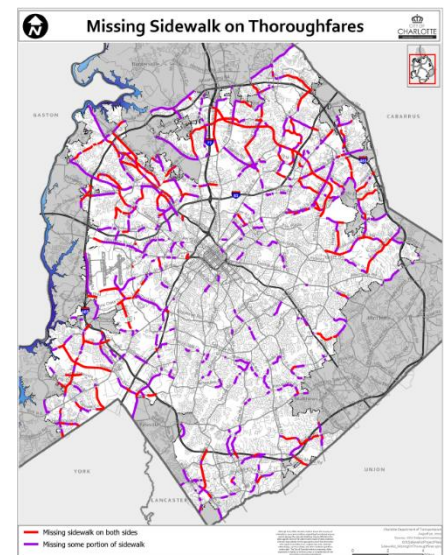
The Sidewalk Program is funded by General Obligation Bonds, which are typically presented to the voters every two years in November of even-numbered calendar years. Historically, the Program has been funded at \$15 million per bond. The 2022 Bond, if approved by the voters in November, includes \$50 million for the Sidewalk Program, which is more than triple the traditional funding level.

Additionally, the Vision Zero Program, which aims to eliminate all traffic-related deaths and severe injuries, complements the Sidewalk Program with other pedestrian safety infrastructure such as pedestrian crossings and improvements to street lighting. The proposed 2022 Bond increases prior Vision Zero Program funding from \$2 million to \$17.1 million.

Current Sidewalk Program Status and Prioritization

There are currently about 260 centerline miles of thoroughfare streets without sidewalks. Of those 260 miles, about 100 miles are missing sidewalk on both sides of the street. The remaining 160 miles of thoroughfare streets are missing sidewalk on only one side of the street; the other side of the street either already has sidewalk, or installation of sidewalk has been deemed infeasible. The Sidewalk Program currently prioritizes projects based on safety, congestion, and connectivity data.

The Sidewalk Program is not the only way in which sidewalks are constructed. Many other capital programs construct sidewalks, including Corridors of Opportunity, and all street and intersection capital projects include pedestrian facilities. Additionally, depending on the scale of development, most new private development is required by current land development ordinances (and will also be required by the Unified Development Ordinance once effective on June 1, 2023) to construct new sidewalk if none currently exists or to reconstruct existing sidewalk if it isn't compliant with current standards.



Proposed Prioritization Adjustments in the Strategic Mobility Plan

The Strategic Mobility Plan (SMP), adopted by City Council in June 2022, further advances the city's mobility policies and prioritizes the goal of **safe and equitable mobility**. The SMP goal of creating safe and equitable mobility provides an opportunity to revisit the traditional Sidewalk Program prioritization criteria.

- **Safe Mobility** continues to prioritize the High Injury Network, posted speed limit, presence of street lighting, presence of existing sidewalks, and traffic volumes.
- **Equitable Mobility** continues to prioritize access to schools and land uses that serve the elderly and disabled, but this goal begins to place a heavier emphasis on access to transit than ever before. By prioritizing transit, the Sidewalk Program aims to improve transportation equity and ensure all in our community can travel safely, comfortably, and efficiently.

Charlotte Equitable Development Commission

July 14, 2022 Meeting - Follow-Up Q&As

Follow Up Information

How is performance measured in terms of the Business Matching Grants, Corridors of Opportunity?

We are currently developing metrics for the Corridors of Opportunity, and there are several different metrics we use to measure Business Matching Grants. When measuring the performance of Business Matching Grants, we break down grant activity by area to assess which areas have the greatest interest in grants, which areas make the best use of the grants, and which areas may need additional marketing and outreach to make sure businesses in those areas are aware of the initiatives. We also look at more quantitative measures for each grant, such as grant amounts, private investment, number of grants completed vs. expired without completed improvements, etc.

What are the clawback measures in place in case a company doesn't hire the number of individuals they said they would hire? How are we monitoring this?

To receive payment, grantees must meet the requirements related to committed capital investment, job creation, and wage rates. Grantees must certify their annual employment numbers by January 31 of each year (which includes a copy of the grantee's Quarterly Tax and Wage Report). If a grantee does not hire the number they committed to as part of the Business Investment Program (BIP) agreement, they will not be paid the BIP payment for that calendar year.

If the grantee removes the investment from Charlotte at any time during the contracted term period of the Grant Agreement, the grantee must refund the entire amount of the grant payments made to date. If the grantee removes the investment from Charlotte at any time within a minimum of five years following the end of the BIP Term, the grantee must refund the grantor a percentage that decreases in scale as the time increases from the completion of the agreement (for example, if the grantee remove the investment from Charlotte after one year of the grant term, they must refund 90% of the grant payments. If they remove investment after two years, they would be required to refund a smaller amount of the grant payments).

Do we have a list of recommended facade improvements for community improvement recommendations; in regards to the corridors of opportunity? Or do we rely on whoever applies for a grant to make that determination?

As part of the Playbook process, we work with the community to identify the types of facade improvements that are desired throughout a corridor. The engagement process also serves as a great marketing tool for the program for interested businesses in a corridor. Given that the facade grant is a reimbursement matching grant program, it is the applicant that proposes the improvements. Oftentimes staff will work with the applicant to further enhance their proposal based on local planning efforts and best design practices.

What incentives do we have for businesses that receive TIG or any kind of tax incentives to move to Charlotte to invest in a corridor? Regardless of whether a company decides to move into one of the corridors, are there incentives we can provide a company to take on small projects? (facade improvements, etc.)

We offer the same incentive programs for businesses relocating or expanding into the Charlotte region regardless of location. Our incentive programs require verified competition from outside the region to qualify. For example, a business relocating from south Charlotte to University City would not be able to apply for incentives unless the relocation meets the conditions for a company expansion.

More information about the business recruitment and expansion incentives can be found on our website at <https://charlottenc.gov/ED/Recruitment/Pages/default.aspx>

The City is fortunate to be in position to customize development incentives for projects of various sizes. Business matching grants (façade, security, interior upfit, etc.) can be used to support smaller redevelopments located in our targeted corridors for which tax increment grants may not work as well.

Is it legal to have this as a requirement?

We may need greater clarity on this question. The City cannot require a recipient of a Business Investment Grant in Center City, for example, to invest in one of our corridors.

If a business or developer is interested in investing in one of our corridor areas, the City can partner with them to determine the appropriate incentive package that supports their interests and achieves our community goals.



Charlotte Equitable Development Commission

June 14, 2022 Meeting Summary

Commission Members: Caleb Theodros (Chair), Jordan Brooks-Adams, Angela Carlson, Williams Hughes, Mattie Marshall, Carolyn Millen, Marjorie Molina, and Richard Saltrick were present.

Commission Purpose Statement: The Commission is charged with advising in the assessment of infrastructure throughout the city and recommending strategies that balance equitable investments in areas most in need, including areas with absent and insufficient facilities, areas growing fastest, and areas targeted for growth.

City Support Staff: Liz Babson (City Manager's Office), Tracy Dodson (City Manager's Office), Todd DeLong (Economic Development), Monica Holmes (Economic Development), Robin Stuart (Economic Development), Hannah Bromberger (Transportation), Marie Harris (Strategy and Budget), and Cherie Smith (Strategy and Budget)

Agenda Overview

Chair Caleb Theodros provided an overview of the agenda.

Work Plan Area: Economic Development and Corridors of Opportunity

The Commission received a presentation on the city's economic development investments by Assistant City Manager and Department of Economic Development Director Tracy Dodson and Economic Development Division Manager Todd DeLong.

The presentation focused on public private partnerships providing an overview on tax increment grants and the city's Capital Investment Plan, business recruitment and attraction, and the city's Corridors of Opportunity.

Mr. DeLong explained that Tax Increment Grants (TIGs) are used to encourage public private partnerships and provide an opportunity for the city to influence development and achieve a greater public need or priority. Typical public improvements reimbursed by the tool include public infrastructure, public parking, public assets and buildings, and affordable and workforce housing. TIGs are made on a reimbursement basis only based on new incremental taxes within a defined increment area. Traditional TIG terms include 45 percent or 90 percent of incremental taxes up to 10 to 25 years depending on project need and priority. The capacity is limited to three percent of the annual property taxes of any given year. Mrs. Dodson provided recent examples of TIGs, including how TIGs were used with the Ballantyne Reimagined and North Greenville projects.

Mrs. Dodson described how the city's Capital Investment Plan (CIP) approaches economic development across the city. CIP dollars are generally allocated between three categories through the traditional, economic development, and Corridors of Opportunity approaches. Mrs. Dodson provided an overview of typical (re)development tools used by the city. These include business matching grants, community development grants, rehabilitation loans, TIGs, and CIP investments.

Mrs. Dodson continued by explaining the business recruitment and attraction process for the city. In regard to the Business Investment Program, the city's role is to manage the project in Charlotte. Once a potential project has been identified, typically, the identified business will submit a request for information, which requests information on the city's labor force, real estate, incentives, cost of living, etc. The city works to get to know the company, and if the city is selected, an announcement occurs. After the announcement and arrival, the city works to integrate the company into Charlotte. Mrs. Dodson highlighted traditional employment centers throughout the city and the Workforce and Target

Industry Study completed by Ernst and Young consultants which provided an in-depth analysis of the Corridors' population demographics, workforce, commuting patterns, and primary industry presence.

Mrs. Dodson transitioned to speaking on the city's six Corridors of Opportunity. The Corridors of Opportunity are a demonstration of the city's commitment to support equitable investment and opportunity, holistic neighborhood revitalization, and the ability for long-time residents to stay-in-place within the six identified corridors. The city had updated the internal structure for addressing Corridors of Opportunity initiatives by creating a director's team, including an executive manager, community engagement lead, and operations lead positions.

Mrs. Dodson introduced Corridors of Opportunity Executive Manager Monica Holmes. Mrs. Holmes detailed the roles within the internal director's team and introduced Robin Stuart with Economic Development. Mr. Stuart provided an overview of the external collaborative structure with the city and non-profit community.

Mrs. Holmes continued with an explanation of how Corridor work was being completed and how initiatives are being measured. Six goals were outlined, including:

- Housing access for all
- Diverse and resilient economic opportunity
- Integrated natural and built environment
- Healthy, safe, and active communities
- Safe and equitable mobility
- Retain culture and identity

Mrs. Holmes also highlighted the current \$67 million investment in the Corridors and provided an example of a recently completed project at West Boulevard and Remount Road. Corridor initiatives include support for small businesses through Corridor Investment Matching Grants, Matching Grant Loan Fund, strategic land acquisition, and public-private partnerships; community safety through the SafeBiz CLT and Alternatives to Violence initiatives; safe mobility initiatives, including intersection improvements, bike and pedestrian safety, and access to transit; and culture and identity initiatives through the placemaking program, historic districts, and arts and culture initiatives. Lastly, Mrs. Holmes outlined the planned timeline for advancing the six corridors.

The presentation concluded with an opening for questions from the Commissioners.

Clarification was provided by Ms Dodson that sometimes for the companies it's not just the land, some companies also want the building or infrastructure to move into. Sometimes we have the luxury of time, but where we want to evolve to is that we have a catalogue the opportunities in the Corridors, so we can be intentional of where we can partner.

It is important to note that every company is different, what drives every company is different. I think for us is to have an assessment for where the opportunities are in the Corridors. Every site is going to be different. It is really starting to catalogue what those opportunities are and really having something to speak to with these companies as they come in. Sometimes companies come in and want to look at one spot in our city. Sometimes they come in and are open to all aspects of our city. Being able to understand what the opportunities are in our Corridors, is important so we can better articulate those opportunities and highlight them to companies.

Hughes noted the need for a broader marketing campaign on our website where we have the tools for companies. It's open to the entire world to see these opportunities.

Mr. DeLong explained that the city would put a catalogue out to folks. We are thinking about what investments are today to make this attractive. When opportunities arrive, how do we think about things differently. We have to articulate what opportunities are. Then think about what is that broader partnership we can establish to make those opportunities work for them.

Mr. Hughes stated that it is important to look at it like a campaign which would cover more ground faster. As a city and a community, we work together to usher in the right type of private investment.

Ms. Dodson conveyed that once we have a catalogue and understand all of the opportunities in the corridors and putting that out there, we can look at doing a campaign for it. It's something that will have to be very fluid and stay current as different opportunities come up. We can use it as a way to talk with the real estate community and the state.

Mr. Theodros asked for clarification on if we could go back to the tax increment grants. Is there a way for us to re-look at how these funds are distributed? Have we looked at not centralizing some of the funds that go out? We're funding projects that could be completed with our help, what's the feedback on that?

Ms. Dodson explained that this tool is used when we're getting something out of this that we wouldn't have otherwise. The projects are focused on broader public purpose, whether it be more open space, affordable housing, dedicated right-of-way for future rail.

Mr. Theodros proposed that maybe some of the problems are because the funds are distributed to one large project (I.e. river district) which can give us a good amount of affordable housing, but for the same funds, could we do 10 projects that provide the same amount of affordable housing opportunities. I'm assuming the problem comes with what is generated.

Mr. DeLong explained that when you aggregate projects into a bunch of smaller projects, you're not going to generate the increment that's going to drive the same amount of development. On slide 12, this speaks to comments about have we thought about other broad uses to look at categories where it's not just going to high-dollar development projects. This slide tries to get to the point there we are trying to create tools where we do identify gaps where TIGs aren't the best tools for certain projects. This is just in economic development, and doesn't include any housing initiatives like housing trust fund dollars.

Mr. Theodros asked if we look at the network effect of an industry? For example, Charlotte is know for banking and fintech. Have we tried to do this with industries that have better economic development jobs. For example, with career growth but may not require a four-year degree.

Mr. DeLong explained that the city looks at all type of opportunities for jobs. We just did an initiative, Hire Charlotte, where we brought in not only our workforce development providers but also looked at how we recruit and retain businesses. We brought everyone in together and discussed what are the jobs we need to be training for, what are the jobs we need to bring here, and where are we going as a city. We talked a lot about the Atrium investment and the Pearl District. When looking at that project, we looked at what types of jobs it was going to create and for what workforce. Also, how are they going to reach out into the community and get local residents interested in employment. We wanted to create opportunities for all levels of job scale.

Chair Theodros requested a copy of the slide deck be provided to the commission members and for members to provide questions to staff for response via e-mail.

Mr. Theodros mentioned that there's been multiple discussions around tax revenue and what developments make the most sense from a tax revenue perspective, but from an economic development standpoint, do they provide the most

opportunities? For example, one dollar going to an area in South Park doesn't necessarily equate to one dollar going to West Charlotte. I think we want to know process for targeting specific projects and whether tax revenue is the main criteria.

Ms. Millen asked about the Albemarle Playbook and Robin Stuart clarified that the Albemarle Playbook is still in place and that we had a working session from people across the city to discuss the playbook in essence. We also brought in some of our non-profit partners to introduce them to the concept as well as CMPD. It was to introduce the playbook.

Mr. Delong added that we need to look at how we strategize what happens first and what the community wants to see. We want to strategize and organize investments in a way that you see this come into fruition. We want community to be able to say this is a result of the playbook.

Ms. Millen suggested to get top five priorities from each corridor and rank by equity.

Monica Holmes explained that the city is meeting with Charlotte East on Monday and are going to talk through where we are with Albemarle. For messaging, the follow up workshop is to get us to a place where we have a roadmap of exactly what we're doing over the next two years. All of this builds on the playbook, and that is the foundation for any work that gets done on Albemarle.

Concluding the meeting, Chair Theodros reiterated that comments and questions can be submitted by members to staff via e-mail and that commission members have a document on google drive that includes the focus areas commission members want to focus on. A lot of questions from members were responded to by staff in the provided presentations. The questions were sent so we that can make a policy recommendation in the upcoming months. What we should do going forward is ask questions and by the next meeting we want to have a set of policy ideas or bullet points on the items we've reviewed over the past couple of months and an idea on what should be pushed forward. Ms. Marshall spoke on a need for standardizing community outreach. Mr. Hughes brought up an excellent point on being able to market specific areas. These are two things that I also think would be extremely beneficial, and there's no standard or current policy. We want to ensure we're extremely specific. I'll be reaching out to folks just to get feedback. Next meeting we should talk like what a policy position would look like. Eventually, we would like to present this to the Budget and Governance Council Committee and the City Council.

Mr. Hughes requested if members from the city's Economic Development team could continue to join us for the next few meetings. Chair Theodros agreed and requested that representatives from departments that have presented to the committee be present at future meetings for questions.

The Commission adjourned the meeting at 4:23 p.m.